

## Chapter 1 : Why capitalists love Trump's NLRB

*The New York State Department of Labor has slapped the Broadway musical "Spider-Man: Turn off the Dark" with a couple of safety violations related to several accidents last year.*

Stanton and Andrew Kitchenman August 11, Million-dollar fines, acrimonious union relations, and investors who have made a fortune while some critics argue that quality of care has dipped precipitously – This is the second in series of stories investigating Meadowlands Hospital Medical Center. The final story details its close ties to powerful NJ politicians. The program encouraged pregnant Russian women to come to the for-profit hospital to deliver babies who are automatically eligible to be U. Ten years ago there were only a few. State officials are reviewing the proposal, which has yet to be made public. State approval required them to continue operating a full service facility for at least seven years. One report found that, a few years after the sale, Meadowlands Hospital was the most expensive hospital in the nation. The union, Health Professionals and Allied Employees, which represents some workers there, said that management improperly withheld wages and benefits and even fired some workers; the case led to a federal National Labor Relations Board case, in which a decision is pending. At the NLRB trial this spring, Lipsky blamed union officials for triggering government inspections and collaborating with insurance companies and elected officials to disparage Meadowlands Hospital. The patients were refusing to come to the hospital when the ambulance picked them up for emergencies. Vendors left over payment disputes, they said, not what they read in the papers. The hospital is currently owned by MHA, a limited-liability corporation with a complex patchwork of owner groups that feature four principals – Pavel Pogodin, Anastasia Burlyuk, Lipsky, and Dunaev – and more than two-dozen smaller investors. Lipsky and Dunaev are particularly active in managing the hospital. The ownership group has a checkered history with regulators. Lipsky, a Russian-born anesthesiologist, operated an ambulatory-surgery center cited by state officials for multiple safety violations and for delinquent in paying state fees. Lipsky has also made news for his involvement with a controversial rapid drug-detox practice. The CN process is designed to determine if potential owners have the resources and experience to safely and effectively run an acute-care hospital. But, in granting the CN, the department established certain conditions for the new owners. It required they maintain the current level of clinical services for at least seven years; establish a board that includes community members and doctors not employed by the hospital; adopt a policy to prevent conflicts of interest; develop an umbrella community advisor group; regularly report financial data on the hospital and principals involved; and meet with state officials at regular intervals. It also called on the hospital to retain most of the existing staff, with the same level of benefits, and to maintain then-current health insurance contracts. A representative for Barnabas Health, which has since taken over Liberty, declined to comment on the sale due to ongoing litigation with Meadowlands. New management quickly sought out savings. In , they reduced the hours nurses worked by as much as 50 percent and increased by nearly percent the number of potentially lucrative same-day surgeries, according to a union analysis. Second in Command at Meadowlands Hospital Playing a complex role in a series of convoluted business relationships Tamara Dunaev is vice-chair of the board of directors of Meadowlands Hospital. The ownership of MHMC and its relationships with other similar organizations and principals are convoluted. She is also a majority owner of a company that is part owner of ATRP. And she, like the other three principals, is a manager of Veritas Health Management LLC, the company that hires paraprofessionals to work at Meadowlands. Dunaev is also associated with a number of other businesses: She incorporated Bergen Ambulatory Surgery Center in and was on its board of directors. Some of that had been purchased by BASC with a bank loan and the bank had a lien on the equipment. The hospital assumed the loan payments. Vogster was a video game company that released three titles. Records show that Dunaev is or was involved with five other businesses unrelated to the hospital. Other ideas never got off the ground. Autism experts criticized the practice as being ineffective and possibly dangerous and the hospital eventually withdrew its application. The treatments were very expensive and not covered by insurance. Insiders said the owners pursued new revenue streams in many aspects of the operation; adding parking fees, charging for staff meals and Internet service. Vendors had trouble getting paid, according

to one source, which occasionally led to shortages of bed linens or similar supplies. These efforts seemed to pay off, at least for those in control. But state officials have defended what they describe as their unprecedented oversight of Meadowlands Hospital. The hospital remains delinquent in submitting financial data from and Labor relations, safety violations While the HPAE reached a three-year contract with the new owners before the sale was finalized, the relationship quickly soured. Within the year, nurses and other Meadowlands staff were filing regular reports citing safety violations, which prompted visits from government regulators. Inspections in found a variety of concerns: Plans were created to address these findings, but problems continued. Federal and state reviews in discovered poor tracking of medical mistakes; error-prone systems to control drug dispensation; problems with nursing oversight; and physical concerns like peeling paint, exposed wires, and dirty surfaces. Visits the following year revealed poor recordkeeping, expired food, and deteriorating building conditions, according to published reports. An analysis of information filed by the hospital last October, conducted by a nonprofit watchdog, the Leapfrog Group, suggests the hospital has had some quality-control problems. Data showed patients at MHMC suffered a very high rate of bedsores, catheter infections, and injuries as a result of hospitalization. Leapfrog also issues a general safety score every six months based on a compilation of data. The fewer patients a facility treats, the harder it is to maintain high-quality care. The hospital has had contentious relationships with several private insurance companies. Lipsky also downplayed the inspection reports and questioned the impartiality of Leapfrog, which he accused of being influenced by union leaders. Some have blamed state officials for not forcing the owners to disclose what the law requires. The Certificate of Need calls on the hospital to file audited financial reports each July; MHA failed to submit the first three on time and has yet to provide numbers for , which were due more than a year ago. The report, due last month, is also outstanding. Meadowlands leaders have unsuccessfully appealed the latest state fine and argued that they should not be forced to submit more financial data, as required by law, until the state agrees not to release key details to competitors, critics, and the media through the Open Public Records Act. State officials denied that request and told MHMC the fines are still due. The reports that have been filed “ for through ” raise a number of questions.. The deal gives MHA a year lease to operate a medical facility onsite. Opportunities for change, new oversight The state urged the hospital to hire an experienced financial consultant and, in the spring of , Meadowlands tapped Executive Resources, a company with offices in New Jersey, Louisiana and Florida, to review its finances and create a strategic plan. The news was not encouraging. In delayed financial reports filed over the next 18 months, the consultant confirmed that Meadowlands faced cash-flow challenges and had no formalized review or budgeting process. In March it projected that the hospital would need four years to stockpile enough cash for just 15 days of regular operation, an important measure of hospital financial health. Leusner said the hospital did outsource both payroll and billing functions, but has since brought the billing back in house. A new shot at turnaround came in May , when the hospital hired former state Banking and Insurance Commissioner Thomas Considine as the president and CEO “ the third person to take the reins since During the discussions, he pointed to MHMC as the prime offender for the high collections it had built around such practices. By August the role had been transferred to Karsos, who had served as the Chief Nursing Officer since the purchase. At press time it was learned that a new group of investors have submitted a proposal to buy Meadowlands Hospital Medical Center. No other information was made available.

### Chapter 2 : The secret innovative history of the Post Office

*"Tangled explores an era in southern labor history that has been noted in previous studies but rarely studied in depth—the period between the violent strikes in North Carolina and Tennessee at the end of the 1800s and the 'Uprising of 1904'."*

November 10, Los Angeles janitors rally on April 29, With one seat vacant, they hold three seats, and that will jump to four when Trump replaces an outgoing board member. The business mouthpiece Wall Street Journal ran a story last Jan. Most recently on Oct. This right has been constricted since passage of the Taft-Hartley Act in 1947, which has been used repeatedly to disallow mass picketing that effectively deters scabbing. Robb ruled that they could not picket the building because it was not owned by the cleaning company they worked for. Unions need the right to target a larger company that dictates terms to a smaller one. Last December, the board made the definition of joint employment more restrictive. This decision could impact the drive to organize Volkswagen in Tennessee, where the company is refusing to honor an earlier NLRB decision that skilled maintenance workers who voted for union representation are a bona fide micro-unit and are entitled to bargain with VW. In September, the board amended the standard under which a member can charge their union with violating the Duty of Fair Representation. But this ruling forces local unions to devote additional resources to tracking every grievance at every step and to keeping up with communications with every single member who has a grievance. Of course, every effort should be made to achieve this standard when resources permit. A charge could even be filed by a member disciplined for just cause — such as documented racist or sexual harassment — if their representative cannot get the discipline or discharge reversed. Considering the general orientation of the NLRB, it can be concluded that this ruling is intended to hurt unions rather than help members. The NLRB has never been a consistently reliable friend of unions. Its original purpose was to maintain class peace, not to make it easier for unions to engage in class struggle. Now, in the generalized anti-labor climate epitomized by the Supreme Court Janus decision, the board is openly functioning as a union-busting agency. Unions were born in class struggle. Now it should be crystal clear that class struggle is the way forward. [Click here to support our work Stay connected.](#)

**Chapter 3 : Labor & Workforce Development Agency**

*Labor relations managers and their staffs implement industrial labor relations programs and oversee compliance with the union negotiated contract. When a collective bargaining agreement is up for negotiation, labor relations staff prepare information and make recommendations for management to use during union negotiations.*

Using an intricate network of compressors and metal pipes, the new system could shoot a capsule holding a few hundred letters across a city in several minutes, far faster than a postman could get it there. It was the U.S. Behind the experiment was Postmaster General John Wanamaker, who was inspired by Paris, London, and other European cities that were trying out pneumatic posts. Wanamaker had the sense not to try to concoct such a system in-house, since the agency had no such expertise. So he did something clever: He called for private proposals to build pneumatic tube systems. The Pneumatic Transit Co. It agreed to pay to build the system, then to charge the Post Office for its use. The first tube could shoot a capsule of mail nearly three-fifths of a mile through a 6-inch pipe. Soon, similar systems were installed in Boston, St. Louis, and New York. But throughout much of its history, that title could just as easily have fallen to the Post Office, which was a hotbed of new, interesting, sometimes crazy ideas as it sought to accomplish a seemingly simple task: The Post Office experimented with everything from stagecoaches to airplanes – even pondered sending mail cross-country on a missile. For decades, the agency integrated new technologies and adapted to changing environments, underpinning its ability to deliver billions of pieces of mail every year, from the beaches of Miami to the banks of Alaska, for just cents per letter. We think a lot about how innovation arises, but not enough about how it gets quashed. And the United States Postal Service is a great example of both. Today, what was once a locus of innovation has become a tired example of bureaucratic inertia and government mismanagement. But its descent into its current state was not foretold. In a sense, innovation was baked into the Post Office from the beginning. It was born in July 1775, a year before the Declaration of Independence was ratified. During the American Revolution, the U.S. And for the first postmaster general, Congress appointed an inveterate tinkerer, Benjamin Franklin. He rigged up a system of contractors to haul mail by horse and on foot. From the start, the Post Office Department, as it was called until 1794, had to be innovative. There was little money to fund the startup agency, and its task – delivering mail to anywhere in the country – was immense. In turn, Congress gave the agency a good amount of operational freedom. In 1794, Congress authorized the Post Office to hire private stagecoaches to deliver mail. It was a smart idea that leveraged private-sector investments in transportation but did not commit the agency itself to bearing the great cost of purchasing horses and hiring riders. Later, the Post Office would contract to have mail carried by steamboats, railroads, and private delivery companies. The agency also had the authority to erect post offices, but at first it licensed tavern owners to provide postal services to thirsty customers instead. That changed during the 19th century, when the postal service expanded massively. In 1794, the nation had 75 post offices; by 1800, there were more than 76. Then came home delivery: Mail reached many city dwellers at home by the mid-1800s and expanded to farmhouses and remote houses in the 1850s. Henry Ford built his first car in 1885. Four years later, the Post Office was experimenting with mail delivery by automobile. The first half of the 20th century was a dynamic time for the Post Office. It immensely improved delivery by adopting innovations from the private sector and abroad. Much like the pneumatic tubes, some of the schemes incorporated new technology we no longer even associate with mail. Families wishing to correspond with soldiers overseas would write the letter on a V-Mail form, which was placed in a capsule and shipped to a facility where it was scanned to microfilm. The hundred-foot rolls of film, which could hold 1,000 letters, were carried overseas and unsealed, and then the letters were individually printed and delivered to GI recipients. Overshadowing all the invention, however, was the creeping sclerosis of the Post Office as an institution. As a monopoly, it was insulated from competitive pressures, allowing inefficiency to creep into its operations and management. Worse, political interests had sunk deep, with Congress setting postage rates too low and too frequently trying to dictate the location of post offices and mail-sorting facilities. Booming business, however, enabled the postal system to avert a crisis for decades. In 1900, 7 billion pieces of mail were delivered; by 1950, the agency was moving 63 billion letters and parcels. The department often ran a profit, and it

sowed those profits into new mail-delivery technologies. Things began to change in the s. Postal workers unionized, and President John F. Kennedy authorized them to bargain collectively in . Despite growing mail volume, the Post Office ran perennial deficits, and its investment in the guts of the system " mail receipt and sortation " lagged. The system broke down in Chicago in , and 10 million pieces of mail were backlogged for days. Postal Service, an independent agency. The Postal Reform Act removed some of the congressional involvement in its operations. Treasury and demanded it become self-sufficient. This new-look postal system had been conceived by a Nixon-appointed corps of brain trusters and businessmen with the aim of turning the agency into a public corporation with minimal political interference. Big mailers benefit from subsidies written into the law. Postal workers must be unionized and are entitled to bargain collectively. Folks in far-flung Alaska and Hawaii are entitled to the same postage rates and services as everyone else " no matter the cost " and Congress continues to insist that mail be delivered six days per week to appease certain big mailers, postal unions, and some rural residents. Innovation at the agency flagged. Upgrades in mail-processing machinery were delayed over union objections that jobs would be lost. So, too, were attempts to contract out more postal work to private carriers or delivery companies. USPS operations became increasingly governmental as collaboration with private-sector companies flagged. At the same time, technology was rapidly catching up to the Postal Service. The first threat was actually a miss: So when cellular-phone technology arrived in the late s and the internet erupted in the mids, USPS officials mostly shrugged. The USPS did upgrade some of its internal technology. Its letter-sorting machines have sensors with optical character recognition. It is as if the agency has given up on innovation and is utterly confident that mail volumes and revenues will grow forever. Which has been a huge mistake. Most mail is sent by big mailers, many of whom slashed their postal budgets and accelerated transferring their communications to less costly online means. Mail volume is down 25 percent since , and the agency has hemorrhaged money. More of what USPS carries is advertising mail, which generates low profits. It is a labor-intensive, paper-toting company in a digital age, and USPS leadership has belatedly awakened to the reality that mail is not a growing business. Amazon is building a delivery network of its own, with lockers instead of post office boxes, and experimenting with drones. Uber also has nosed into the delivery business, and other companies are experimenting with autonomous delivery vehicles and robots. USPS so far appears unable to innovate its way out of the mess it is in. The agency has piloted a grocery-delivery business, despite the congressional prohibition on the agency entering new non-postal businesses. To date, the USPS has not released any financial results for this experiment, which seems doomed to fail. Why grocers would rather pay highly compensated letter carriers, rather than less costly bicycle delivery people or Uber drivers, is anything but obvious. A few years ago, the Postal Service agreed with Staples to expand consumer access to its shipping services. Upon entering select locations of the office-supply chain store, shoppers would "find a familiar-looking counter resembling a mini post office containing the most popular postal products and services," the agency crowed. It was "one-stop shopping and shipping," and Staples postal counters would be open seven days a week. The agency began piloting the Staples arrangement in November in Boston. More than Staples stores nationwide had retail postal counters by the end of last year. But the American Postal Workers Union did not see it that way. It decried the deal as an effort at union busting, because Staples personnel would man the postal counters. Too weary to fight or fearful that it could not win in court, the USPS capitulated, and the Staples postal counters are being dismantled. Mail volumes grew fantastically over these decades, and the tubes could only carry so much. Ripping them out and replacing them with bigger tubes was deemed too pricey. Moving mail by truck would be more efficient. So the Post Office shut down its pneumatic mail tubes on Dec. That was an investment decision " the kind any company would have made, and one that allowed the Post Office to keep growing. The Staples deal, by contrast, drowned in a bureaucratic swamp, tangled up in politics and labor relations. Absent fundamental changes to these kinds of structural obstacles, the odds are long that the USPS will become the innovator it once was. Excerpted from an article that originally appeared in Politico.

### Chapter 4 : NCCIPMA-HR Annual Chapter Conference – Diversified Management Group

*COST-EFFECTIVE STRATEGIES. The employment relationship is governed by a tangled web of laws, regulations, and court decisions. These rules are complicated, and the consequences for even inadvertent violations can be high fines, penalties, back pay awards, punitive, damages and attorneys' fees.*

Or at least they tried to, which is her main point. This is an important book, and it shows the continuing relevance of evidence-based scholarship that is, history in countering the conventional wisdoms that increasingly shape the commonly nonsensical narratives that dominate our public discourse. First, let me stress that this monograph is excellent at multiple levels as a monograph: Adopting a two-part structure, Windham first draws the big picture, addressing two hugely important and interrelated questions: Did a rights consciousness exhibited in the struggles for gender and racial inclusion eclipse a labor consciousness embedded in the unions of the AFL-CIO? Her answer is a single, synthetic one, and she builds upon but surpasses prior scholarship. As they sought to extend the frontier of the uniquely American, collectively bargained, largely privatized welfare state, however, they ran smack into an emboldened employer class dedicated to confronting the squeeze on profits by rolling back labor costs. While that assertion in and of itself may be neither novel nor especially controversial at least among labor historians, Windham creates something original and important by deploying new evidence and connecting heretofore disparate narratives. In the second part of the book, she deepens her argument by presenting in rich detail four case studies of a diverse, empowered working class battling to open the door to securing better jobs and livelihoods. As Windham herself notes, the union losses of the s helped produce just this outcome in the succeeding decades, as fewer labor activists saw the viability of organizing new workers, while fewer workers saw unions as viable vehicles for their own betterment. We are now at a moment where a smaller percentage of Americans in the private sector belong to a union than at any time in the past one hundred years, meaning that very few workers today, especially younger ones, even know what a union is, let alone whether they would find joining one desirable. Taking it as a given that employer opposition to unions will endure, the challenge for labor activists in rebuilding the union movement now involves educating fellow workers essentially from scratch on the virtue and viability of the union project. Take the example of race. But while not omitting these facts and episodes, she does not directly address the implications of these racial divisions, whether for organizing drive momentum, the success of union certification elections, or the stability of collective bargaining. In short, Windham presumes a remade working class, paying less attention to the persistence of internal divisions critical to understanding the limits of labor activism, whether we are talking about the s or today. This last statement is true, but only barely, and it is another indication of the enduring divisions within the American working class. With massive proportions of workers of color voting for Clinton, there is no doubt that a majority of white union members and households voted for Trump. Surely the big lesson of the election is one of race. The power of race to shape the American political economy persists. And that makes paying more attention to worker conflicts during past struggles for workplace democracy and inclusion just as important. By reminding us of the vibrancy of the union movement in the s, by reasserting the connections between the causes of labor and civil rights, and by restoring the contingency in the struggles that led to our current economic divide, Windham has produced a superb book that should shape the next decade of historical scholarship.

### Chapter 5 : Convention Center dispute becomes further tangled - Philly

*This article tries to sort through parts of the Webbs' writings with enduring value as guides for industrial relations and labor law reform and parts of which have been shown incorrect or harmful by historical experience.*

### Chapter 6 : HeplerBroom Law Firm | Chicago, St. Louis Labor Law Attorney, Employment Lawyer

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*Deftly weaving a compelling narrative from a multiplicity of primary sources — in particular, National Labor Relations Board data, activists' oral histories, labor union and employer records, and press coverage of organizing campaigns — Windham has created a book of equal use to scholars, students, and the general public.*

### Chapter 7 : Office of Labor Relations

*Congress enacted the National Labor Relations Act ("NLRA") in to protect the rights of employees and employers, to encourage collective bargaining, and to curtail certain private sector labor and management practices, which can harm the general welfare of workers, businesses and the U.S. economy.*

### Chapter 8 : Tangled | University of Tennessee Press

*And while some in district leadership have voiced support for modifying collective bargaining arrangements, they fear the governor's plans could create lasting discord in school systems where relations between teachers and administrators have been relatively harmonious.*

### Chapter 9 : Meadowlands Hospital's Tangled Web of Questionable Business Practices - NJ Spotlight

*Labor relations, safety violations While the HPAE reached a three-year contract with the new owners before the sale was finalized, the relationship quickly soured.*